



A DESK REVIEW OF EMPLOYEE TRAINING ON ORGANIZATIONAL PRODUCTIVITY IN THE BANKING SECTOR

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Abstract:

This study was done to examine the relationship between employee training and organizational productivity in the banking sector, a case study of Co-operative Bank, Githurai Branch. The study was guided by these four research objectives; examining the effect of employee induction on organizational productivity within the Co-operative Bank, Githurai Branch, Kenya, determining the effect of on-the-job training on organizational productivity within the Co-operative Bank Limited, Githurai Branch, Kenya, determining the effect of employee motivation on organizational productivity within the Co-operative Bank Limited, Githurai Branch, Kenya and examining the effect of employee job satisfaction on organizational productivity within the Co-operative Bank Limited, Githurai Branch, Kenya. A cross-sectional research survey was conducted. The target population consisted of employees working at the Co-operative Bank of Kenya Limited, Githurai Branch. I used Simple random sampling techniques. The size of the sample that was ascertained was 18 using the total sampling technique. The source of data that was used was Primary sources of data. A stratified random sampling was used to determine the sample size of the 18 respondents. The researcher performed Pearson's correlation and a regression test so as to determine the relationship between the variables under analysis. The data was analyzed with the use of the Statistical Package for Social Sciences (SPSS) software, 25th version. Descriptive statistics and inferential statistics were used to analyze quantitative data. Frequencies and percentages were employed to provide descriptive statistics. The findings were presented in tabular form. The outcome

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or other the results of the study helped in revealing whether the variables in the study statistically or positively correlated with organizational productivity. The study therefore recommends the banking sector to come up with suitable employee training practices that help in enhancing organizational productivity. Also, further research can be carried out so as to determine other variables that are aligned with employees' training practices among the banking sector, organizations, and companies. Another similar study can be conducted aiming at the public sector for comparison purposes.

Keywords: employees, motivation, organizational productivity, banking sector, training

1. Introduction

The key driver to the long-term competitiveness and economic performance in the United Kingdom (UK) is by improving or enhancing organizational productivity. (Radulescu, et al. 2018). According to Dixit, et al., (2018), the UK government has come up with a strategy for improving efficiency and increasing profitability through training and the growth of manpower, employee capacity development, and creativity. Using a collection of data from well-established firms in the US and analyzing them Sendawula et al., (2018) discovered that effective training influences positively employee productivity and company productivity at large. Many companies and industries rely on employee training to improve their efficiency so that they can generate more profits as well as reduce management costs.

According to Sanyal and Hisam (2018), company or business owners need employees who can efficiently get the tasks done since the overall success of the company critically depends on organizational productivity. According to Islami, Mulolli, and Mustafa (2018), to come up with accurate and practical ways for employee performance appraisal, the business management must establish core advantages or benefits of organizational productivity. This helps determine the company's potential management positions, strengths, and weaknesses. Although there is no fun in performance evaluations, it is essential for organizational leaders to evaluate each employee's degree of performance (Feng, et al., 2019).

1.1 Employee Motivation

Effective motivation programs associated with training help the employees to become acquainted with the evolving technological advancement, together with gaining the competencies as well as skills required to undertake a specific task and to avoid errors and mistakes on the job. According to Saeed et al., (2019), learning through training influences organizational performance by increasing organizational productivity whereby it is a key factor in attaining corporate goals.

According to Papa et al. (2018), all activities in the development of human resources are purported to improve an employee's individual performance in their ongoing job, empower them with new skills in case of a new position or even new task

in the future, and the general growth of both the organization and individuals so as to meet both current and future organizational objectives (Alibakhshi, 2019).

1.2 Organization Productivity

The assessment of organizational productivity is done daily to assist the employees to recognize their achievements and feel encouraged about their anticipation (Parke, *et al.*, 2018). It also helps them come up with new goals, which keeps the office exciting. Employees who are high performers are most often encouraged by being rewarded so that they can do better than the previous year (Afsar, Shahjehan, and Shah, 2018). Having capable employees who can work excellently is one thing; whereas developing that strength for it to grow and be of benefit to the company is quite another thing (Kim and Koo, 2018).

The most important resources that are highly acknowledged for creation are human resources. Given the affluence of raw materials, organizations or businesses can still reach economic success if maximum attention is given to the training and development of human resources. (Samwel, 2018; Köster, *et al.*, 2018). Similarly, businesses or firms should take suitable steps through a number of initiatives so that they ensure that people achieve the requisite competences, for improving organizational productivity (Ibrahim, Boerhannoeddin, and Bakare, 2019).

1.3 The Banking Sector

The economic life of a nation is greatly influenced by the financial institutions where banks play a very crucial role in the economy. A times the banking sector is seen not to create most of the new wealth but, in this case, whenever they do transactions like giving loans or else them borrowing it contributes to the production process which leads to the distribution and consumption of wealth. The many activities in the banking sector are highly motivated in that they have the obligation to satisfy a group of companies' financial needs when the environment is crowded thus ending up opening new banks (Dincer, 2011). Most financial institutions have set some policies and standards that motivate their employees to work more efficiently like providing loans to them with no or less interest, others have provided housing where the employees have the privilege to buy a house for less money and pay in installments that make them remain loyal and dedicated to the institution.

2. Objective of the Research Study

The specific objective of this desk review research was to determine the effect of employee motivation on organizational productivity.

3. Theoretical Review

The theoretical framework of a research study is the structure that can hold or support a theory. The theoretical framework presents and describes the theory that explains why the research problem under consideration exists.

3.1 Modern Organization Theory

Organization theory is a set of concepts and principles that provide a framework for the systematic study of the structure, functioning, and performance of organizations, as well as the behavior of individuals and groups who work within them. Modern organizational theory is based on concepts developed in the late 1800s and early 1900s at the start of the Industrial Revolution. During that time, the research of German sociologist Max Weber (1864–1920) was of great importance. According to Lionetti & Akinyomi, (2021), Taylor's school of scientific management, the Fayol school of administrative theory, Weber's bureaucracy and organizational structure, and Simon's administrative behavior have all been identified as critical to understanding organizations. Organization theory explains how organizations are constructed. A hierarchical, top-down power structure does not exist in a modern organizational structure. It is also known as a modern organizational structure because it eliminates departmental boundaries between employees and requires them to collaborate on projects to achieve the company's goals.

3.2 Learning Curve Theory

The learning curve theory proposes that a learner's efficiency in a task improves over time the more the learner performs the task. The learning curve was first described by psychologist Hermann Ebbinghaus in 1885 and is used to measure production efficiency and forecast costs. Graphical correlation between a learner's performance on a task and the number of attempts or time required to complete the task. The learning curve is the graphical representation of the rate of learning against repeated experiences or over time. It depicts how a boost in learning happens because of greater experience. The learning curve provides insight into productivity, efficiency, cost, and experience.

3.3 Empirical Review

A literature review is a written summary of major works and other sources on a specific topic. Scholarly journal articles, books, government reports, Web sites, and other sources may be included in the review. Each source is described, summarized, and evaluated in the literature review.

3.3.1 Influence of employee induction on organizational productivity

Good induction programmes can boost productivity and reduce staff turnover in the short term (Otieno, Waiganjo, & Njeru, 2015). These programmes can also play an important role in organizational socialization in terms of performance, attitudes, and organizational commitment. According to Ogalo (2018), induction reduces employee

turnover and provides other benefits, citing a survey of 1,400 financial officers who went through an induction process, with 83 percent of the respondents indicating that formal induction programmes are effective in retaining and motivating employees. He claims that induction programmes can help both the employee and the organization succeed.

3.3.2 Influence of on-the-job training on organizational productivity

Employee training is one of the critical tools that helps to improve effective organizational performance while also promoting the organization's stability index. If the organization wants to achieve its goals in the most cost-effective manner, it must make extra efforts and invest heavily in employee training. Barzegar, & Farjad, (2011) defined training as a process that equips employees with knowledge, skills, and an understanding of the organization and its goals. Training is a systematic process that teaches people how to be more effective at work by changing their knowledge, skills, or attitudes through learning experiences to achieve effective performance. Training is critical to achieving the organization's goals by keeping the interests of employees and the organization in mind (Barzegar, & Farjad, 2011). Improved talent's capabilities, knowledge, and skills have been shown to be the primary source of competitive advantage in a global market.

3.3.3 Influence of employee motivation on organizational productivity

Employee motivation is one of the policies implemented by managers to improve the effectiveness of job management among employees in organizations. A motivated employee is responsive to the specific goals and objectives that he or she must achieve and thus directs his or her efforts in that direction. According to Dobre (2013), motivation makes an organization more successful because motivated employees are constantly looking for better ways to do their work, so it is critical for organizations to persuade their employees' motivation. Getting employees to do their best work, even in difficult circumstances, is one of the most stable and greasy challenges that employees face, and this can be made possible by motivating them. Motivation, according to Manzoor (2018), is a power that strengthens behavior, directs behavior, and triggers the desire to continue.

3.3.4 Influence of employee job satisfaction on organizational productivity

Employee job satisfaction is critical not only for the employees but also for the organization (Biswas, & Mazumder, 2017). According to Miah (2018), top-level management must understand how an employee will be satisfied with their job. Because satisfied employees are usually happy and motivated to do their jobs, organizations can gain amazing performance from them. On the other hand, those employees who are dissatisfied with their job will no longer be encouraged and concerned about the routine of work and even if they're within the job but escaping the responsibilities, additionally, there may be a high level of absence from their work. Even though they are present at work, they are less concerned with organizational problems, which has a negative impact on the organization's performance. So, when an employee is satisfied with their job, it

creates charming pressure within the organization, motivates the employee to do a good job, and the organization can get excellent results from them. Dissatisfied employees, on the other hand, willingly try to avoid duty, and high levels of absence, even when they are on the job, but try to hide away from the job and do nothing about organizational issues that negatively affect organizational productivity. As a result, most organizations try to understand their employees' feelings and opinions about their jobs. For example, IBM is one of the organizations that conducts a detailed field survey to learn how employees feel about their jobs.

The studies conducted by (Akbari and Maniei, 2017; Owoeye et al., 2020; Bautista, et al., 2017), and other scholars were diverse in nature and were not specific to the impact of HRM training techniques among employees in Health organizations. Rotating employees in organizations, for instance, enhances expertise and abilities, as well as the incidence of occupational competence and latent talents in different parts of the organization (Spieszny and Zubik's, 2018) report. As a result, employee productivity in the business improves. As a result, when employee morale rises, so does organizational productivity, and when employee motivation falls, so does organizational productivity. Job rotation findings can be very useful in other organizations that are acting to increase their staff efficiency. As a result, it can be supported by organizations that have work rotation. The study conclusion was not specific to any given organization, hence creating a gap that the present study will examine.

Several study gaps were discovered throughout the analysis of current literature on the effects of HRM motivation on organizational productivity. Second, there are numerous HRM practices, and some of them may not be acceptable in all situations. The study's findings may aid in identifying some of the most essential areas that require immediate attention to ensure overall organizational productivity among Co-operative Bank Limited's Githurai Branch workers. This study will focus on the relationship between HRM on-the-job training activities and organizational productivity in Co-operative Bank Limited, Githurai Branch in Kenya, to fill research gaps.

4. Employees' Motivation and Organizational Productivity

Motivation is a fundamental aspect that influences employee performance and that also determines labour turnover and organizational productivity. Generally, organizational productivity is highly enhanced by motivation in that the employees work with enthusiasm because they gain a work-life balance that determines how efficient and effective, they become in delivering their tasks. Promotion can be an aspect of motivation and should be accompanied by salary increments and it should be done on merit and not based on nepotism, racism, ethnicity, "clannism" or gender, this will enhance employee motivation and thus job satisfaction and worker commitment leading to reduced labor turnover. Employees' work conditions should be improved by management. Employers should take regard of workers' health; a healthy working environment is a motivator

Aspects of training and even employee recognition all gravitate towards motivation which affects employee productivity (Bula, 2012).

From the study findings, it is evident that employee motivation encompasses all human resource management practices and plays a significant role in enhancing organizational productivity in organizations and institutions. Organizations and companies should, therefore, create suitable human resource management practices. In particular, institutions should consider conducting more on job training: induction of employees, on-the-job training practices, employees' motivation, and employees' satisfaction. By presenting empirical evidence on the role of employees' training in deciding organizational productivity, this study makes a major contribution to the field of human resources. Human Resource Management can also be able to identify and make use of good human resource management practices that have not been given a lot of focus yet have a great impact on organizational productivity. Further, Human Resource Management in organizations specifically was able to notice that employees acquire relevant skills and grow their careers through different training practices.

5. Findings

The study focused on the effects of on the impact of employee training on organizational productivity within Cooperative Bank Limited, Githurai Branch. A review of empirical literature was done based on research objectives; relating the past studies to this study. The reviewed studies indicated that there existed knowledge gaps. The study was grounded on Modern Organization Theory and Learning Curve Theory. It adopted the descriptive survey research design. The target population comprised employees working at Cooperative Bank Limited, Githurai Branch. A sample size of 18 respondents was selected using a stratified random sampling technique. Data collection was carried out using semi-structured questionnaires. The main results of this research were summarized under each thematic area of each research objective. The descriptive findings indicated that job induction, job rotation, job coaching, and job mentoring were key factors influencing organizational productivity. Other major findings regarding each objective are discussed in the following subsections.

5.1 Induction of Employees

The first objective of the study was to establish the influence induction of employees on organizational productivity in Cooperative Bank Limited, Githurai Branch. Most of the respondents regarded induction training practices as empowering employees to become more responsive in discharging their duties. Similarly, respondents agreed that induction enables organizational employees to become highly effective. Induction also supports employees to know what is expected of them thus boosting their attitude. In addition, the results were in support of Jakobsson, 2018 who states that the induction process such as the employee's orientation and training in the organizations promotes organizational productivity.

5.2 On the Job Training

The second objective of the study was to find out the effect of job rotation practices on employees' performance in Cooperative Bank Limited, Githurai Branch. Most of the participants agreed that on-the-job training creates for employee's better opportunity to learn in a hands-on environment. Similarly, the study established that there is significance in employees' shadowing at work. Lastly, the study established that on-the-job training enables employees to acquire more skills within the organization. The study concurred with Tirajoh, Kindangen and Tielung (2018) and Akbari and Maniei (2017) studies which concluded that job rotation promotes employees' awareness and competencies.

5.3 Employees' Motivation

The third objective of the study was to assess the influence of employees' motivation on organizational productivity in Cooperative Bank Limited, Githurai Branch. Most of the participants agreed that employees' motivation practices at work enable employees to work towards achieving set goals. Employees' motivation promotes employees' enthusiasm thus promoting organizational productivity. Similarly, employees' motivation enhances employee's commitment to their work. The study results implied that through effective coaching, employees can easily learn to make be good managers of their working time. Lastly, employees' motivation creates room for employees to improve their performance. The findings supported Musa, et al., (2018) who established that employees' motivation has an effect on both individual and organizational performance metrics by aiding businesses in strengthening their competitive position, and maximizing benefits while reducing costs.

5.4 Employees' Satisfaction

The fourth objective of the study was to ascertain the influence of employees' satisfaction on organizational productivity in Cooperative Bank Limited, Githurai Branch. Most of the respondents agreed from the descriptive data that employee engagement and employees' fair compensation have positive effects on organizational productivity. Similarly, employees' job satisfaction through proper engagement makes them more committed and employees' life satisfaction through a conducive work environment enhances organizational productivity. The study findings resonated with Blanco and Qualters (2020) who indicated that employees' satisfaction is enhanced by fair compensation.

6. Conclusion of the Study

The conclusions herein are derived from the findings of the study and are done in line with the study objectives. Based on the findings for objective one, the study concluded that the induction of employees has a positive and significant influence on organizational productivity. Evidently, job induction practices contribute significantly to organizational

productivity. Several aspects of job induction practices were identified as key, that is, employee development, company policies, and rules.

From the findings for objective two, the study concluded that on-the-job training has a positive and significant influence on organizational productivity. Notably, on-the-job training practices contribute immensely to organizational productivity. The study established that regular training practices are key in promoting employees' acquisition of new skills.

Based on the results for objective three, the study concluded that employees' motivation has a positive and significant effect on organizational productivity. The implication is that an increase in employees' motivation practices would result in to increase in organizational productivity. The study established that motivating employees enhances their engagement thus promoting organizational productivity.

Lastly, the findings for objective four, the study concluded that employees' satisfaction has a positive and significant effect on organizational productivity. The implication is that an increase in employees' satisfaction is likely to enhance organizational productivity.

So basically, the research found that job coaching practices as an element of motivation had a positive and significant effect on organizational productivity. It recommended that the banking sector among other organizations should shift focus on employees' motivational practices as a way of enhancing organizational productivity.

The key aspect included offering proper coaching. Through this, there can be effective coaching which can make employees productive to easily learn to be good managers of their working time in the banking sector, other organizations and companies ought to consider carrying out periodical appreciation to employees as a way of ensuring that they are satisfied and hence motivated for maximum.

7. Recommendations

This study focused on the impact of employees' motivation on organizational productivity in the banking sector. The findings indicated that employees' motivation influenced organizational productivity. The study therefore recommends that there is a need for the financial institutions to create suitable on employees' motivation practices since these are the best ways through which organizational productivity can be enhanced.

Further research should be carried out to identify other variables aligned with human resource management practices across financial institutions, organizations, and companies. A similar study could also be conducted in the public sector for comparison purposes.

Conflict of Interest Statement

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